

TAB 24

Recommendation: "The DD/P establish minimum standards of training and experience for case officer apprenticeship including general preparatory, basic skills, language and advanced operational training, and that he determine the feasibility by experiment of some form of overseas familiarization as a part of the apprentice period."

Concur. The DD/S, particularly OTR, will be glad to assist.

In connection with basic training and with advanced and specialized courses, there has been reflected a mixed opinion as to the length and scheduling of certain courses, as well as to the content and effectiveness of training. Unfortunately, criticism and suggestions for change are not always brought to the attention of the Director of Training so that he may undertake appropriate review and action. It should be understood that all training--and here I am speaking primarily of all OTR-conducted training--is conducted in response to stated requirements from the Deputy Directorates, one or several. And even when a course is proposed by OTR on the initiative of the Director of Training, its content

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length, proposed scheduling (not only dates but full or part-time scheduling) are coordinated with the Directorate whose needs are to be fulfilled. The successful planning and conduct of OTR training is, in fact, a joint effort calling for the continuing interest, participation, and support of the trainees' sponsors--not simply of the Directorates, but the Offices and Divisions. The Director of Training can control by himself the methods and techniques of instruction, but he must rely on the consumers for feedback on the total effectiveness of training, including doctrine.

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